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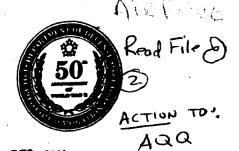
1000 Defense Pentagon
Washington, DC 20301-1000

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MEMORANDUM FOR UNDER SECRETARY OF DEFENSE (COMPTROLLER)
SERVICE ACQUISITION EXECUTIVES
SERVICE CHIEF INFORMATION OFFICERS
DIRECTOR, OPERATIONAL TEST & EVALUATION
DIRECTOR FOR COMMAND AND CONTROL (J-6)
DIRECTOR FOR FORCE STRUCTURE, RESOURCES &
ASSESSMENT (J-8)
DIRECTOR, ACQUISITION RESOURCES & ANALYSIS
DIRECTOR, ACQUISITION INITIATIVES
DIRECTOR, DEFENSE INFORMATION SYSTEMS AGENCY
DIRECTOR, PROGRAM ANALYSIS & EVALUATION

SUBJECT: Designation of Pilot Programs for the Rapid Improvement Team (RIT) for IT Acquisition Management Transformation

Information technology (IT) is a key enabler for transforming military, business, and administrative processes to meet the challenges of the 21st Century. Information and decision superiority will exploit the revolutions in military and business affairs and enable success in conflict. To support these objectives, DoD must strive to reduce the cycle time to deliver mission effective IT capabilities to 18 months or less in order to acquire and field capabilities inside the IT sector's innovation cycle time.

DoD CIO, USD (AT&L), USD(C), and VCJCS are co-sponsoring a Rapid Improvement Team (RIT) to address the reduction in the acquisition cycle time required to deliver effective and mission capable IT systems to the warfighter. The output of the RIT is a series of recommendations and initiatives that impact the acquisition process for IT systems. One of these recommendations is quickly applying some of these initiatives to ongoing IT acquisitions. Therefore, we are establishing a pilot program to implement RIT initiatives in a controlled environment.

The principal output from a successful RIT pilot will be a blueprint for IT acquisition that is transferable to the acquisition of other IT systems. The pilot program will cover a 24-month period, from January 1, 2002 through December 31, 2003. The acquisition programs in the pilot will be designated as ACAT IACs if they are currently ACAT IAMs. Pilot programs that are currently in a lower than ACAT IA category will remain in that category. We direct the Pilot Team (DoD CIO, AT&L, PA&E, DOT&E, PEOs, Services, and Defense Agencies) to review all Acquisition Decision Memorandums (ADMs) that impact the pilot programs to determine if the directions provided in those ADMs remain applicable for the pilot.

Cy to LtCol DeLaPena and Maj Scudman on 3Jan02/ad

The following programs will be included in the pilot, pending final approval of their business cases:

Air Force
- Global Combat Support System (GCSS-AF)
- Integrated Logistics Support – Supply (ILS-S)
- Integrated Maintenance Data System (IMDS)
- Standard Contracting System (SCS)
- Financial Information Resources System (FIRST)
- Global Transportation Network (GTN –21)

Navy
- Global Combat Support System – Maritime (GCSS-M)
- Navy Tactical Command Support System (NTCSS)
- Navy Enterprise Maintenance Automated Information System (NEMAIS)

Army
- Transportation Coordinator's Automated Information for Movement System II (TC-AIMS II)

DISA
- Global Combat Support System (GCSS-CINC/JTF)

Health Affairs
- TBD

The ground rules for the pilot programs during the next 24 months are as follows:

- The RIT Pilot Team will define the criteria for determining the extent and rigor of documentation requirements and oversight for these programs.
- Maintain knowledge-based portal for real-time visibility of the pilot program in a joint/shared secure database, to include specific data elements as directed by the Pilot Team.
- Effectively implement the appropriate RIT initiatives.
- Be available to brief status of pilot programs on an as required basis.
- Regularly interchange lessons learned with pilot leads from other pilot programs.
- Must comply with all documentation associated with the requirements process in accordance with CJCSI 3170.01B

The following are the exit criteria for pilot programs:

- If a Service, Defense Agency, or an OSD Principal Staff Assistant chooses to remove a program from the RIT pilot, the request must be submitted in writing and approved by the DoD CIO, AT&L, Comptroller,

and J8. The program will return to its prior ACAT category and follow the current acquisition rules.

- The RIT Pilot Team may recommend to the IT RIT Executive Council Co-Chairs (DoD CIO, AT&L, Comptroller, and J8) that a program be removed from the RIT Pilot effort.

Within 30 days, the responsible Service or Agency shall present a business case for programs involved in the pilot. The business cases will be used to identify what will improve for the programs during the Pilot. The business cases will include the program's Capital Investment Exhibit (A11, Part 3, 300b report) from the FY 2002/2003 Budget Estimates, as well as the relationship of the program to other programs within the Pilot. Additionally, each program must describe any areas that are not in compliance with CJCSI 3170.01B. Review of the business cases, CJCSI 3170.01B compliance and final approval to proceed as a RIT pilot program will be accomplished by the co-chairs of the IT RIT Executive Council (AT&L/ARA, DDCIO, DDRR(J-8), and OSD Comptroller).

Within 60 days, the Pilot Team will provide us a detailed plan of action and milestones (POA&M) for the pilot. Every 60 days thereafter, the Pilot Team will provide an update on pilot progress to the RIT Executive Council. For questions, contact the Pilot Team lead, John Laychus 703-602-0980 x107.

John P Stenbit
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DoD CIO

E.C. Aldridge
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USD(AT&L)